WHAT'S NEW ON THE CAREER FRONT

Training Update
Sustaining Base Leadership and Management Program (Resident)
(Formally known as Army Management Staff College)
(Mary Fitzgerald, CEPR)

DESCRIPTION
The resident Sustaining Base Leadership and Management (SBLM) program provides graduate-level advanced professional development across the functional areas in the sustaining base. These areas include:

Leadership, Management, and Decision Making
National Security
Military Forces and Doctrine
Force Integration
Resource Management
Acquisition and Logistics
Personnel Management
Information Management
Installation Management

The program is presented in an integrated manner, and is designed to stress the linkages, relationships, and

dependencies between issues. The program's approach to education focuses upon broad-based leadership, management, decision making, and knowledge of the Army and its context. The academic program emphasizes executive-level education over training, and focuses on enduring principles and concepts over transient or procedural activities.

The material is presented in a mix of seminars, lectures, case studies, field trips, guest speakers, and practical exercises; the students assume rotating leadership positions. The content stresses critical thinking and active learning, intensive student self-preparation, and progressive advancement to higher levels of analysis through synthesis.

Curriculum

Expertise generally develops along functional lines, creating wonderfully experienced individuals whose expertise stands to benefit from a greatly expanded view of the Army and the environment in which the Army does business. The AMSC uses the themes of leadership, management, and decision making to interactively link functional areas with the greater

Army, its systems, policies, missions--and people. Throughout the SBLM program (Resident and Nonresident), curriculum and faculty-student learning teams bind together the themes of leadership, management, and decision making with current and emerging issues facing the Army.

The current SBLM (Resident) curriculum consists of terms, which are core topics, themes, and issues of the sustaining base, and tracks, which are the sustaining base's emerging issues. Beginning with Class 99-1 students will

enjoy a revised curriculum.

Educational Methodology

The College's approach to education focuses upon broad-based leadership, management, decision making, and integrative knowledge of the Army and its context for senior sustaining base managers in a dynamic world environment. The academic program emphasizes executive-level education over training, and focuses on enduring principles and concepts over transient or procedural activities.

The AMSC philosophy is learner and peer-focused on the theory that adults retain about 10% of what they hear, 25% of what they see, and 90% of what they do. The program features life related, problem-centered consequential, critical thinking. The emphasis is on how to think not what to think.

The focus on peers is reinforced by seminar discourse and group work for individual learning. In small groups, students relate program material to there own prior experience and learning as well as benefit from others' experience. The groups serve to facilitate personal development as group members learn about their own skills of leadership, teamwork, and personal influence.

Congratulations to Monteze M. Jaggers, Gale A. Ross, and Fred J. Strickland for their participation and achievements in Class 98-3.

Huntsville Salutes the New Commercial IT Course for Contracting Personnel
Information Management
(Investment Management at It's Best)
(Connie Oberle, CEHNC)

There is a course which is designed for program information resource management and contracting personnel who are directly involved in the acquisition of Information Technology (IT). ESI International, in association with The George Washington University School of Business and Public Management, Washington, D.C. offers a comprehensive contract management program, to include a specialized two-day course entitled "Information Technology (IT) Contracting". This is a course covering acquisition of Information Technology (IT) from strategic planning through implementation. The respective functions and responsibilities of these personnel and their relationships throughout the process are defined and explained. The focus is strategic planning to include capital planning and investment control, acquisition planning and requirement definition, performance-based management, and acquisition strategy and contracting.

The Corps of Engineers has been recognized in the past for its IT accomplishments, however, we have yet to fully embrace IT as an asset whose effective and innovative use is critical to our future success. We are continually tasked to look much closer into how investment decisions are being made and to what extent they relate to our vision, as well as review the various contracting methodologies being employed to acquire IT resources and the manner in which those acquisitions are being monitored. There are enormous expenditures of money time, and effort that are going into the

management and ongoing modernization of the government and industry professionals. Included in the course are the newest agency requirements, FAR changes, and Clinger-Cohen provisions (also known as Information Technology

Management Reform Act) and their impact on your daily contracting activities. The course highlights the latest rules on procedures, which the government and industry representatives must follow when managing the procurement and sale of computer software and hardware. It is essential that contracting professionals in the Corp learn the most effective and efficient means for evaluating, structuring and meeting government information technology needs, and for dealing with common and unique aspects of the government's related telecommunications equipment, services, and supplies. The course also covers examination of procurement authority and the need determination.

During the conduct of this course, specific emphasis is placed on the following areas, specific to IT contracting:
- The New Environment – Applying the Clinger Cohen ACT to Agency Specific Requirements
- GSA Schedules the current guidance on how the Federal Supply Service of GSA has transformed the multiple award schedule programs. The processes are described, including how BPAs can be used for IT contracting.
- Government Wide Acquisition Contracts (GWACs) Policies/Procedures for making awards of indefinite-delivery contracts and as they relate to IT
- Solicitations focused on structuring solicitations for IT
- Federal Acquisition Streamlining Act (FASA) of 1994
- Performance-Based Service Contracting – Structuring the IT requirement to identify the required result rather than the processes to achieve the result
- Outsourcing overview of the A-76 Contracting Out process
- Contracting for Software Development –models of methodology for software development
- Modular Contracting Procurement of major IT systems, a cutting edge approach
- Intellectual Property rights-three principle ways of protecting intellectual property rights

- Past Performance-best practice guidance in collecting, evaluating using past performance information
- Year 2000 potential harm resulting from failure of existing IT to properly transition to year 2000

The federal government has developed a strong dependence on IT in the past few decades and Congress has acknowledged this shift by passage of several pieces of legislation which refine the purpose of agencies, develop strategic plans and measures, as well as annual performance plans to measure their programs. IT investments directly support these plans. Other related acts target federal information resource management policies e.g. the Paperwork Reduction Act of 1995, and the Information Technology Management Reform Act (ITMRA), later renamed the Clinger-Cohen Act of 1996. This law provides a fundamental change in the way the government utilizes IT. It streamlines and redefines the acquisition process for IT. Included were provisions, which repealed the Brooks Automatic Data Processing Act, eliminating the oversight role of GSA and shifting accountability for IT projects to the individual agencies. Clinger-Cohen Act mandates that federal agencies tie their IT investments to their business strategic plan, and measure performance and results from their investments in IT.

You will definitely obtain a much clearer understanding of the information technology acquisition process by attendance at this unique course, including techniques for preparing requests for proposals (RFPs) and strategies for preparing proposals. The comfort zone of many contracting officials responsible for IT procurement is broadened by the information gained during the conduct of this course.

INFORMATION TECHNOLOGY CONTRACTING

Day One

Morning   *Source of the Acquisition Rules*
                              Federal procurement statutes
                              Information technology management statutes
                              Federal Acquisition Regulations (FAR)
                              Federal fiscal law
                              Agency directives

Defining the Requirement
                              Ascertaining requirements
                              ITMRA's cost/benefit analysis

Developing the Specification
                              Preference for commercial products
                              Types of specifications
                              Tension between specifications and requirement for competition
                              Federal and industry standards
                              Performance- based contracting

                                        Lunch *Break*

Afternoon   Privatization/Outsourcing
                              Structuring the Solicitation
                              Contract type

                              Evaluation criteria
                              CLIN structure
                              Modular contracting
                              The Service Contract Act

           Oral Presentations

           Governmentwide, multiple Award, IDIQ Contracts

                                        Day Two

Morning   GSA Nonmandatory Schedules
                              Overview
                              The most favored customer clause
                              BPAs based on GSA schedules
                              Technical Evaluations

Mandatory *v.* relative requirements
Common Evaluation problems

Information Technology Contracting

Evaluation *Issues*

Best value
Lowest overall cost
Evaluating options
Present value analysis
System life considerations
Past performance

Lunch Break

Afternoon   Acceptance

Contracting for Software Development
The Waterfall model
Other software development models
The Software Engineering Institute's Maturity Model
Software capability evaluations

Systems Integration Contracts

Intellectual Property Rights

Patents
Copyrights
Trade secrets

Year 2000

Information Technology Contracting
Instructors

Jerome S. Gabig

Jerome S. Gabig is office Counsel in the Washington, D.C., office of Venable, Baetjer,
Howard & Civiletti, where he specializes in government contracts. He has extensive experience in major
systems acquisitions, including weapon systems, communications systems, and computer systems. He
has advised a broad spectrum of clients, from Fortune 100 companies to small businesses, on a variety
of issues involving contract formation and administration.

Through his assignments as an Air Force officer, Mr. Gabig gained considerable experience handling
complex federal contracts.

Mr. Gabig has instructed at The George Washington University, the Army JAG School, the Air Force JAG School, the Defense Systems Management College, the DOD Computer Institute, and the Naval Post Graduate School. He performed extensive research and analysis to support the Section 800 Panel. He is presently on a process action team for HQ NASA on procurement reform.

His numerous publications have appeared in *The Harvard Journal of Law & Public Policy, The Public Contract Law Journal, The National Contract Management Journal, Program Manager, Contract Management,* and *The Computer Lawyer.*

Mr. Gabig graduated from West Point (engineering), Harvard University (management & administration), and the University of California (law). He founded the Information Systems Committee of the American Bar Association's Public Contract Law Section and currently serves as Vice-Chairman. Mr. Gabig is a National Contract Management Fellow and recipient of the Delaney Awarded for 1993.

Charles Mather

Charles ("Chip") Mather is the co-founder and senior vice president of Acquisition Solutions, Inc. (ASI), a company committed to assisting government agencies improve their acquisition processes and results. With a focus that acquisition is much more than procurement, ASI seeks to assist government agencies by identifying and assisting in the implementation of legislated and policy reforms as well as the application of best acquisition practices.

Mr. Mather retired from a 20-year Air Force career where he was responsible for awarding and managing many of the Air Force's large dollar and complex information technology programs. With assignments at both of the Air Force's central acquisition activities (Air Force Computer Acquisition Center [AFCAC] and Standard Systems Center [SSC]), as well as a tour of duty on the secretary of the Air Force's contracting staff. Mr. Mather was responsible for over 20 major acquisition source selections valued at over $10 billion. He is probably best known for his ground breaking application of innovative acquisition streamlining techniques first applied to the Air Force's Desktop IV and V programs.

Well known and respected within both industry and government, his efforts to improve the federal acquisition process have resulted in commendations from over 15 federal agencies, receipt of GSA's 1995 Trail Boss Special Achievement Award, induction in the Air Force Standard Systems Center's Hall of Fame, receipt of *Federal Computer Weeks* Federal 100 Award, *Government Computer News'* Improved Information Technology Award, and the Air Force Communication Command's Professionalism in Contracting Award.

Information Technology Contracting
Syllabus

With the enormous expenditures of money, time, and effort that are now going into the management and ongoing modernization of the government's information resources, this special course it's a must for government and industry professionals.

You'll learn the most effective and efficient means for evaluation, structuring and meeting government information technology (IT) needs and for dealing with the common and unique problems and issues that can arise at each step. The course provides you with all aspects of the government's annual

multibillion-dollar program for acquiring information technology (automatic data processing and related telecommunications equipment, services, and supplies).

You'll obtain a clear understanding of the information technology acquisition process including techniques for preparing requests for proposals (RFPS) and strategies for preparing proposals. You'll also examine procurement authority and needs determination, as well as review significant board and court cases.

You'll learn:

- How to creates and interpret the unique specifications involved in IT contracts
- The newest agency requirements, FAR changes, and Clinger-Cohen provisions and their impact on your daily contracting activities
- Procedures for successfully structuring solicitations
- Proven techniques for conducting clear, fair technical evaluations of proposals
- Steps for managing the procurement and sale of computer software
- Procedures government and industry representatives must follow when using oral presentations to evaluate or present IT proposals
- The latest rules on intellectual property-government and industry rights and strategies